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15 APR 1976

MEMORANDUM FOR: Director of Training
FROM : John N. McMahon, Associate Deputy
Director for Administration
SUBJECT : Inspector General Survey of the
Office of Personnel

During the survey of the Office of Personnel,
the Inspector General made several observations
regarding their Career Training Program. We
attach, for your review and comment, two such
observations.

/s/ JOHN N. McMAHON

John N. McMahon

Atts

Distribution:

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ADDA:JNMcMahon:kmg (15 Apr 76)

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requirements for field administration of the Professional Aptitude Test Battery (PATB) is a principal cause of processing delays. Another cause is the time required at Headquarters for the components to decide whether or not to request processing for an applicant. This is a particularly bad problem in the case of some minority applicants, where the conflict between their sometimes inferior qualifications and the need to improve the Agency's EEO record leads to protracted indecision.

34. We believe the Office of Personnel is taking all steps open to it to hold applicant processing time to a minimum. Action relating to PATB and component review delays is the responsibility of the Agency components seeking new employees. Some suggestions about conveying the need for action on these questions to component managers have been included in Tab E. That Tab also includes discussion of the apparently excessive level of recruiting effort expended in obtaining a few tens of people for the Agency's Career Training Program (CTP). The problem, which involves the components whose requirements generate the recruiting effort and the Office of Training (OTR), which manages the CTP, will be investigated further during an OIG survey of OTR scheduled to start in two to three months. Recommendations for corrective action, if still indicated, will be included in the report of that survey.

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~~of the problem.~~

9. One aspect of Agency recruitment procedures, which was most noticeable and disconcerting, is the emphasis placed on recruiting for the Career Trainee Program (CTP). Most of the recruiters go after students working on their Masters or Doctorates as CTP candidates. They have been told for years that one doesn't need an MA or PhD to make a good case officer, and while they believe this, they keep an eye on what is selling and that is what they recruit. It was explained that because it is a buyer's market, there are numerous outstanding candidates available and all other things being equal, the candidate with the MA or PhD is more likely to be selected than one with a BA or BS. Most CTP candidates are "pre-committed", that is, the recruiter specifically designates them as such which means that their files are not available for review by other components. When received at Headquarters, such files are sent directly to the Office of Training (OTR). Others are earmarked for the CTP at Headquarters and they go to OTR without being made available for review elsewhere in the Agency. Others that are in the Skills Bank may be requested by CTP and in all cases where CTP has an interest, the files are not available for review by other components. Because CTP candidates are later interviewed in the field and because OTR frequently waits until they have a sufficient number to interview in a

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a geographical area, the CTP files often are "blocked" for a long period of time. The whole CTP recruitment concept has been discussed as a "massive overskill". Inquiries in this regard were made and confirmation received to the effect that in CY-1974 they (OTR) reviewed 729 files on CTP candidates and hired only 40 new employees and in CY-1975 they reviewed 692 files and hired only 23 new employees. Our investigations from the Office of Personnel perspective supported the view that the CTP recruitment program indeed looks like a "massive overskill". The Office of Personnel activities are governed in many cases by personnel requirements specified by other components, however, and the program as a whole is managed by OTR. Therefore, this matter will be further reviewed during an OIG survey of OTR scheduled to start within two or three months. Recommendations for corrective action, if still indicated, will be included in the report of that survey.

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10. Shortages of clerical personnel were often cited by customers as reason for dissatisfaction with Office of Personnel recruiting efforts. Our examination of these efforts failed to suggest any dramatic new means of increasing the flow of new clerical employees. Recruitment Division is aware of the complaints and, we believe, is taking all steps available to satisfy them. There is some question as to whether the Agency-wide shortage is

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